

1999 Survey of Kansas City Businesses

February 2000

**City Auditor's Office
City of Kansas City, Missouri**

February 14, 2000

Honorable Mayor and Members of the City Council:

In November 1999, we surveyed 400 owners and managers of businesses in Kansas City to determine how the business community views the quality of city government services. The results of the survey should help residents, elected officials, and government managers assess the performance of city government.

This was the first time we surveyed businesses on their views of city government. Although the results provide a snapshot of business managers' and owners' opinions, it is hard to draw conclusions from a one-time survey regarding areas in need of change. In addition, to our knowledge, few local governments have done similar surveys of businesses. As a result, we cannot compare the results of our survey to those achieved in other cities. We plan to repeat the survey periodically. By tracking business opinions over time, we will be able to see whether opinions are changing. We have been able to compare citizen perceptions with those of residents in other cities, but we do not have such data for businesses.

The results of the survey indicate that businesses are generally satisfied with Kansas City as a place to do business and with the city government's responsiveness to their needs. Most respondents (71%) rated the city as a "good" or "excellent" place to do business. Fewer respondents, however, felt that the area in which their particular business was located was a "good" or "excellent" place to do business. Slightly fewer than half of the business owners or managers reported that city government was doing a "good" or "excellent" job of meeting the needs of their businesses.

Business owners or managers frequently cited police, street maintenance, fire services, and city airports as among the most important city government services we asked about. The respondents rated the quality of police, fire services and city airports as mostly "good" or "excellent". Fewer than half rated street maintenance as "good" or "excellent".

Over half of the survey respondents reported having had contact with fire inspectors and the Police Department. Most respondents rated the contact favorably. The respondents rated city government staff particularly high in courtesy.

Management staff and business organizations shared their experience and observations with us as we developed this survey. ETC Institute refined the questions and conducted the survey. The audit team for this project was Michael Eglinski, Joan Pu, and Edina Maltbia.

Mark Funkhouser
City Auditor

1999 Survey of Kansas City Businesses

Table of Contents

Introduction	1
Results of the Survey	3
Summary	3
Respondents Rate the City Favorably as a Place to Do Business	4
Kansas City Rated as a “Good” or “Excellent” Place to Do Business by Most Businesses Surveyed	4
Most Say Citizen Perceptions of the City Do Not Affect Their Business	4
Almost Half of Respondents Rated City Government “Good” or “Excellent” At Meeting Their Needs	6
Public Safety, Infrastructure and Airports Viewed as Among the Most Important	7
Police, Street Maintenance and Fire Services Rated as Important City Services	7
Services Related to Infrastructure and Transportation Also Viewed as Among the Most Important	7
Amenities and Incentives Ranked as Less Important	8
Respondents Rate the Quality of Many City Services as Good	8
Public Safety Services Rated “Good” to “Excellent”	8
Quality of Services Related to Infrastructure and Transportation Rated Lower	9
Quality of Amenities and Incentives Rated Generally Good, but Not All Respondents Were Able to Rate Them	11
Kansas City Businesses Have Contact with Public Safety and Rate Contact with City Government as Good	12
Public Safety Contact Rated “Good” or “Excellent”	12
Other Parts of City Government Have Less Frequent Business Contact	13
City Staff Rated High in Courtesy	13
Appendix A: Survey Method	15
Appendix B: Survey Questionnaire	19
Appendix C: Survey Data	27

1999 Survey of Kansas City Businesses

List of Exhibits

Exhibit 1:	Ratings of the City as a Place to Do Business	4
Exhibit 2:	Effects of Citizen Perceptions of Kansas City as a Place to Live	5
Exhibit 3:	Effects of Citizen Perceptions of Public Safety	5
Exhibit 4:	Effects of Citizen Perceptions of Kansas City as a Place to Raise Children	6
Exhibit 5:	How City Government Rates In Meeting the Needs of Businesses	6
Exhibit 6:	Ratings of the Three Most Important City Services	7
Exhibit 7:	Overall Service Quality of Public Safety Services	9
Exhibit 8:	Overall Service Quality of Infrastructure and Transportation Services	10
Exhibit 9:	Overall Service Quality of Amenities and Incentives	11
Exhibit 10:	Percent of Respondents Who Did Not Know the Quality of Services	12
Exhibit 11:	Businesses Reporting Contact with City Government	13
Exhibit 12:	Quality of City Employee Customer Service	14

Introduction

In November 1999, we surveyed 400 owners and managers of businesses in Kansas City about the quality and importance of city government services, their view of the city as a place to do business, and the quality of their contacts with city government. The purpose of the survey was to collect information on how business owners and managers view the quality of city government services. Knowing the views of business should help residents, elected officials, and city government managers assess the performance of city government.

We contracted with ETC Institute to conduct the survey. ETC Institute collected the data through phone interviews and by fax. The survey results have a margin of error of plus or minus 5 percent. Information about the survey method is in Appendix A and a copy of the questionnaire is in Appendix B. Complete data from the survey are included in Appendix C. This report describes the results of the survey.

Results of the Survey

Summary

Businesses located in Kansas City view the city as a good place to do business. Of the 400 business owners and managers that responded to the survey, 71 percent rated the city as a “good” or “excellent” place to do business. Fewer respondents, however, felt that the area in which their business was located was a “good” or “excellent” place to do business.

Slightly fewer than half of the respondents indicated they felt that the city government does a “good” or “excellent” job of meeting the needs of their business. Nearly 80 percent of the business owners or managers reported that city government was doing a “good” or “average” job.

The survey identified several areas that the respondents consider important city services. Police, street maintenance, and fire services were included among the most important city government services about which we asked.

Respondents rated the quality of many city services as good. Police, fire services, and emergency medical treatment were rated mostly “good” to “excellent”. The quality of services related to infrastructure and transportation was rated lower. Although not all respondents were able to rate the quality of convention and sports facilities, parks and recreation, and development incentives, those who did provide a response rated them generally good.

Most respondents rated their contact with city government favorably. Over half of the survey respondents reported having had contact with fire inspectors and the Police Department. More than half also rated their contact as “good” or “excellent”. Other types of contacts with city government were less frequent. Respondents rated city government staff particularly high in courtesy.

The business owners’ and managers’ ratings of the importance and quality of city government services are generally consistent with the results of our 1998 citizen survey.¹ Respondents to both surveys rated the importance and quality of public safety services as relatively high.

¹ The surveys used different methodologies and asked different questions. The citizen survey was conducted by mail and was based on households. The business survey was conducted by phone and fax. The business survey focused on how city government services affect businesses.

Respondents also had good ratings when asked about the quality of contacts with city government staff.

Respondents Rate the City Favorably as a Place to Do Business

Most respondents rated the city and the area in which they are located as a “good” or “excellent” place in which to do business. Most respondents also indicated that they did not believe that their business was affected by citizen perceptions of the city as a place to live, of public safety, and of the city as a place to raise children. Slightly fewer than half of the respondents (47%) rated city government “good” or “excellent” at meeting the needs of their business.

Kansas City Rated as a “Good” or “Excellent” Place to Do Business by Most Businesses Surveyed

More than 70 percent of the people answering our survey rated the city as a whole, as a “good” or “excellent” place to do business. Businesses rated the quality of the city as a whole higher than they rated the area in which their business was located. Over 40 percent of the respondents rated the area in which they are located as “fair” or “poor”, compared to only 28.5 percent who rated the city as a whole as “fair” or “poor”. (See Exhibit 1.)

Exhibit 1. Ratings of the City as a Place to Do Business

	Fair or Poor	Good or Excellent
Kansas City as a whole	28.5%	71.0%
The area where your business is located	42.8%	56.8%

Most Say Citizen Perceptions of the City Do Not Affect Their Business

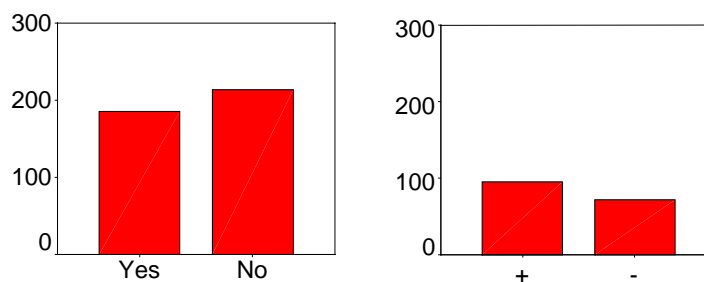
Most business owners and managers reported that citizen perceptions of the city did not affect their business. About a third or more (37% to 46%) of the respondents, however, reported that they believe citizen perceptions do affect their business. Their opinion as to whether the perception had a positive or negative effect varied with the perception being measured.

Almost 50 percent of respondents think perceptions of Kansas City as a place to live have an effect on their business. Most of those who responded that citizen perceptions about Kansas City as a place to live

affected their business reported that the effect was positive. Exhibit 2 shows the effects of citizen perceptions of Kansas City as a place to live. The bars in the graph indicate the number of respondents.

Exhibit 2. Effects of Citizen Perceptions of Kansas City as a Place to Live

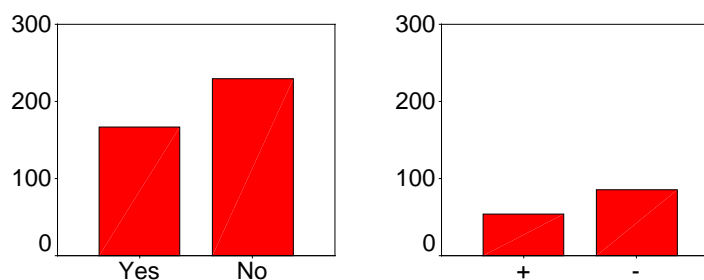
Do citizen perceptions about Kansas City as a place to live affect your business? If yes, do you think current perceptions have positive (+) or negative (-) impact on your business?



About 40 percent of respondents think citizen perceptions of public safety affect their business. Most of those who believe that their businesses are affected by citizen perceptions about public safety responded that the effect was negative. (See Exhibit 3.)

Exhibit 3. Effects of Citizen Perceptions of Public Safety

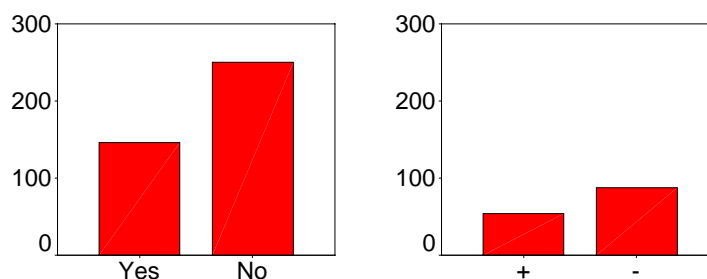
Do citizen perceptions about public safety affect your business? If yes, do you think current perceptions have positive (+) or negative (-) impact on your business?



About a third of respondents indicated that citizen perceptions regarding Kansas City as a place to raise children affect their business. Most of those respondents indicated that the effect was negative. (See Exhibit 4.)

Exhibit 4. Effects of Citizen Perceptions of Kansas City as a Place to Raise Children

Do citizen perceptions about Kansas City as a place to raise children affect your business? If yes, do you think current perceptions have positive (+) or negative (-) impact on your business?



We asked businesses about the effect of these perceptions because of the results of our 1998 household survey. Most respondents to the household survey rated the city as a “good” or “excellent” place to live. Most people reported they felt “safe” or “very safe” in their neighborhoods and downtown during the day, although feelings of safety were much lower at night. Fewer than half rated the city as a “good” or “excellent” place to raise children.

Almost Half of Respondents Rated City Government “Good” or “Excellent” At Meeting Their Needs

Slightly fewer than half of the respondents (47%) indicated that they felt the city government was doing a “good” or “excellent” job of meeting their needs. A large majority of businesses (79%) rated city government as either “good” or “average”. Few businesses rated the city government as either “excellent” or “poor”. (See Exhibit 5.)

Exhibit 5. How City Government Rates In Meeting the Needs of Businesses

Response	Percent
Excellent	7.0%
Good	40.3%
Average	39.0%
Poor	10.0%
Don't Know	3.8%

Public Safety, Infrastructure and Airports Viewed as Among the Most Important

Respondents rated police, street maintenance, and fire services among the most important services the city provides. Services related to infrastructure and transportation were also rated as relatively important.

Police, Street Maintenance and Fire Services Rated as Important City Services

About half of the respondents named police as one of the three most important services provided by the city, while about a third named fire. Emergency medical treatment was rated less important. Exhibit 6 shows the number of times respondents cited each service as one of the three most important services.

Exhibit 6. Ratings of the Three Most Important City Services

Service	Frequency Described as One of the Three Most Important Services
Police	201
Street maintenance	178
Fire services	138
City airports	121
Snow removal	103
Stormwater drainage	83
None given	77
Emergency medical treatment	66
Development incentives	58
Street lighting	49
Convention and sports facilities	47
Ease of travel by bus	41
Parks and recreation	24
Street sweeping	14

Services Related to Infrastructure and Transportation Also Viewed as Among the Most Important

Services related to infrastructure and transportation – street maintenance, city airports, snow removal, and storm water drainage – were among the services we asked about that were rated as relatively important. Over 40 percent mentioned street maintenance and 30 percent mentioned airports. About 20 to 25 percent of respondents listed snow removal and stormwater drainage among the three most important services listed. Other infrastructure and transportation-related services – street lighting, ease of travel by bus, and street sweeping – were rated as lower in importance among the services about which we asked.

Amenities and Incentives Ranked as Less Important

Respondents rated development incentives, convention and sports facilities, and parks and recreation among the less important services we asked about. These services – along with city airports and ease of bus travel – were the services that were most likely to be described as having no effect on business.

Respondents to the 1998 citizen survey also rated public safety services as very important. We did not ask citizens about the importance of city airports, development incentives, or convention and sports facilities.

Respondents Rate the Quality of Many City Services as Good

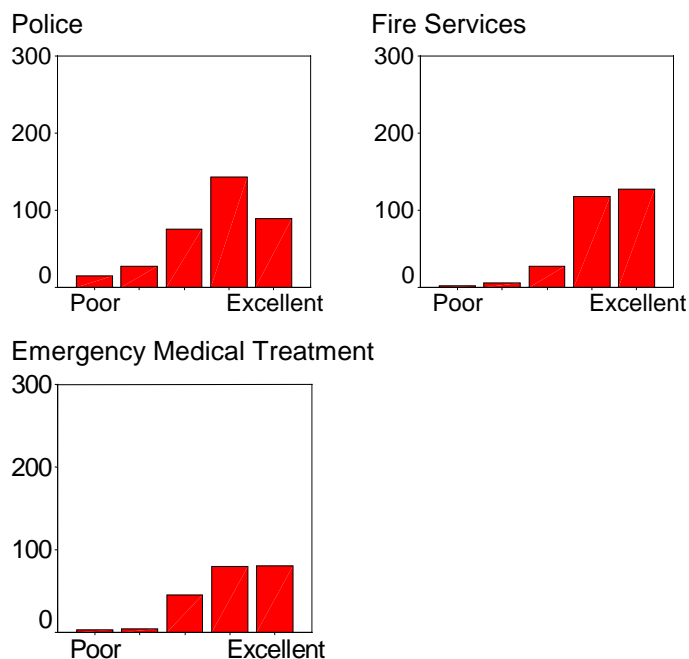
Respondents rated the quality of public safety services as mostly “good” or “excellent”. Ratings of services related to infrastructure and transportation received mixed ratings, with street maintenance rated the lowest. Respondents rated the quality of amenities and incentives generally good, but many were unfamiliar with them.

Public Safety Services Rated “Good” to “Excellent”

About 60 percent of the respondents rated police and fire services as “good” or “excellent”. Almost 40 percent rated emergency medical treatment as “good” or “excellent”. Nearly half of the respondents, however, did not know the quality of emergency medical treatment. Exhibit 7 shows the overall quality ratings for police, fire services, and emergency medical treatment. The bars in each graph indicate the number of respondents who rated the quality of each service on a scale from “poor” to “excellent”.

Exhibit 7. Overall Service Quality of Public Safety Services

Rate the overall quality of city services with regard to how they affect your business's ability to operate.



Respondents to the 1998 citizen survey also rated the quality of public safety services as relatively high. Over 60 percent of the respondents to the citizen survey rated police and fire/emergency medical treatment as “good” or “excellent”. Trash collection was the only service we asked citizens about that was rated higher than police and fire/emergency medical treatment.

Quality of Services Related to Infrastructure and Transportation Rated Lower

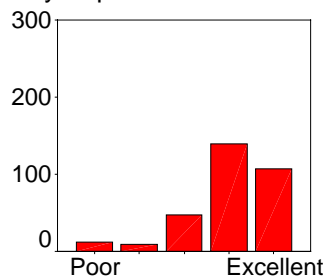
Survey responses related to infrastructure and transportation varied depending on the service. More than half of the respondents rated city airports and street lighting as “good” or “excellent”. Fewer than half rated snow removal, stormwater drainage, street sweeping, ease of travel by bus, and street maintenance as “good” or “excellent”.

Exhibit 8 shows the overall quality ratings for infrastructure and transportation services. The bars in each graph indicate the number of respondents who rated the quality of each service on a scale from “poor” to “excellent”.

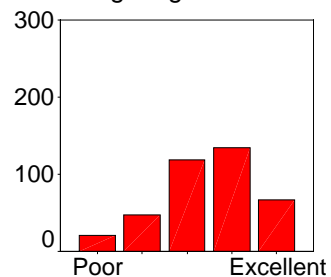
Exhibit 8. Overall Service Quality of Infrastructure and Transportation Services

Rate the overall quality of city services with regard to how they affect your business's ability to operate.

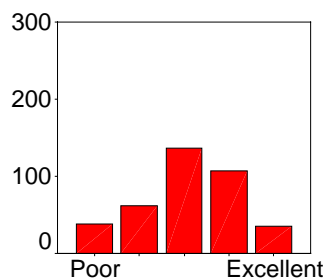
City Airports



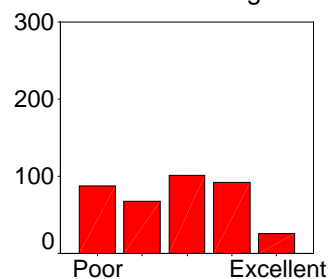
Street Lighting



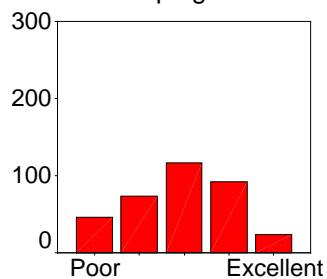
Snow Removal



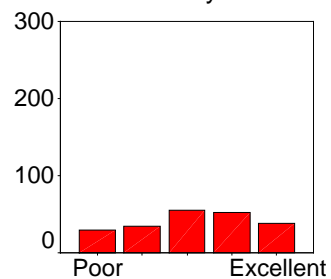
Storm Water Drainage



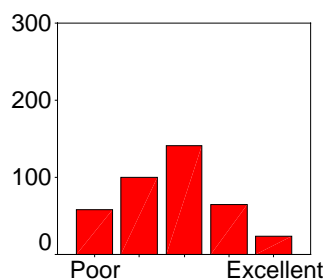
Street Sweeping



Ease of Travel by Bus



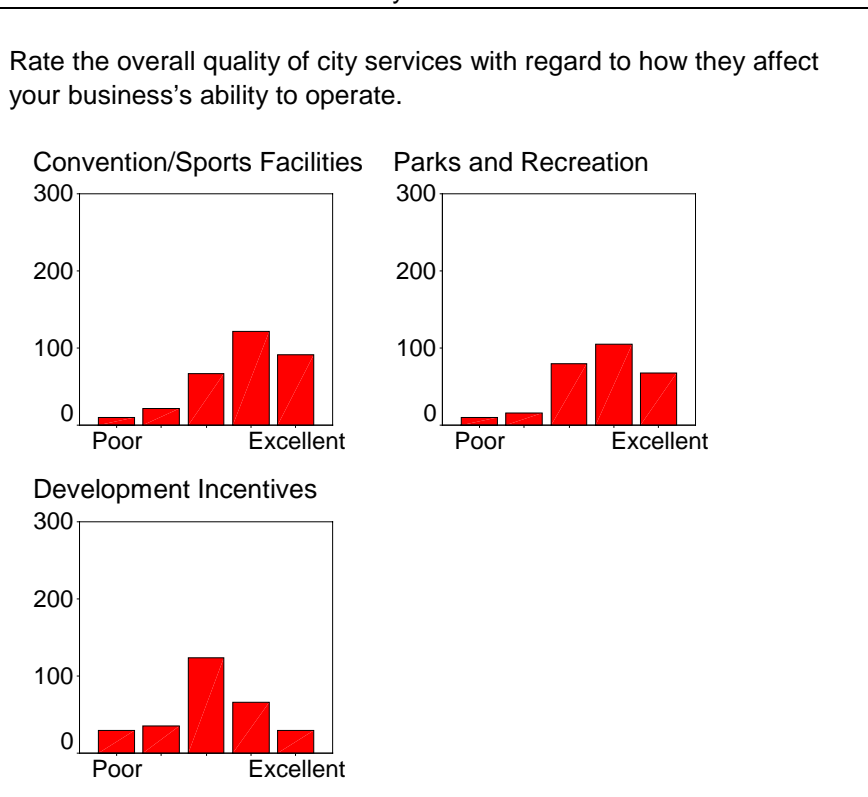
Street Maintenance



Quality of Amenities and Incentives Rated Generally Good, but Not All Respondents Were Able to Rate Them

The quality ratings for amenities and incentives were generally good. Exhibit 9 shows the overall quality ratings for convention and sports facilities, parks and recreation, and development incentives. The bars in each graph indicate the number of respondents who rated the quality of each service on a scale from “poor” to “excellent”.

Exhibit 9. Overall Service Quality of Amenities and Incentives



Not all survey respondents were able to rate the quality of convention and sports facilities, parks and recreation, and development incentives. Exhibit 10 shows the percent of respondents who said they did not know the quality of the services because they felt the service had no effect on their business's ability to operate or because they had not had any contact with the city in these areas.

Exhibit 10. Percent of Respondents Who Did Not Know the Quality of Services

Service	Don't Know/ No Effect	Don't Know/ No Contact
Parks and recreation	22.0%	8.5%
City airports	19.3%	2.3%
Ease of travel by bus	19.0%	29.0%
Development incentives	18.0%	11.3%
Convention and sports facilities	16.8%	5.3%
Street sweeping	4.0%	7.8%
Stormwater drainage	4.0%	2.8%
Emergency medical treatment	3.3%	44.0%
Fire services	3.0%	27.0%
Street maintenance	2.5%	0.5%
Snow removal	2.5%	3.0%
Street lighting	1.5%	1.5%
Police	0.8%	12.0%

Kansas City Businesses Have Contact with Public Safety and Rate Contact with City Government as Good

More than half of the businesses reported having had contact with the Police Department or fire inspectors. Other types of contact were less common. With the exception of Fire Department inspections, businesses reported little contact with any regulatory functions of the city government.

The most common rating was “good” for the way contact was handled for fire inspections, police department, taxes, and construction permits or inspections. Zoning was most commonly rated “average”. Respondents rated city government staff particularly high in courtesy.

Public Safety Contact Rated “Good” or “Excellent”

Over half of all respondents (56%) reported that they or their employees had direct contact with the Police Department during the last 12 months. Most (67%) rated the contact as “good” or “excellent”. Of those reporting some direct contact with the police, smaller businesses (those with fewer than 10 employees) were more likely to rate the contact as “excellent”.

Contact with the Fire Department was less common than contact with police. Only 21 percent reported their business had used the services of the Fire Department (not including fire inspections). The quality of the

Fire Department services was rated “good” or “excellent” by 88 percent of the respondents that had used the services.

Although we did not ask about contact with emergency medical services, it appears that businesses have much less contact with emergency medical treatment providers. When asked to rate the quality of emergency medical treatment, almost half (44%) of the respondents said they did not know about the quality of the service because they had no contact with it.

Almost a third (31%) of all respondents reported that they or their employees had been victims of crime while on the job during the last 12 months, and they almost always (92%) reported the crime to the police. The respondents’ victimization rates are not unexpectedly high. Based on victimization studies, we would expect about 38 percent of the respondents to have reported that they or their employees were victims of crime on the job.²

Other Parts of City Government Have Less Frequent Business Contact

Fewer than half of the respondents reported contacts with city government other than public safety. Exhibit 11 shows the percent of business owners or managers that reported their business had contact with city government related to specific services or issues.

Exhibit 11. Businesses Reporting Contact with City Government

Service or Issue	Percent Reporting Contact
Fire inspections	70.5%
Police Department	56.3%
Taxes	33.0%
Construction permits or inspections	28.3%
Zoning	18.5%
Health inspections	6.3%
Other	5.8%
Liquor licensing	1.8%

City Staff Rated High in Courtesy

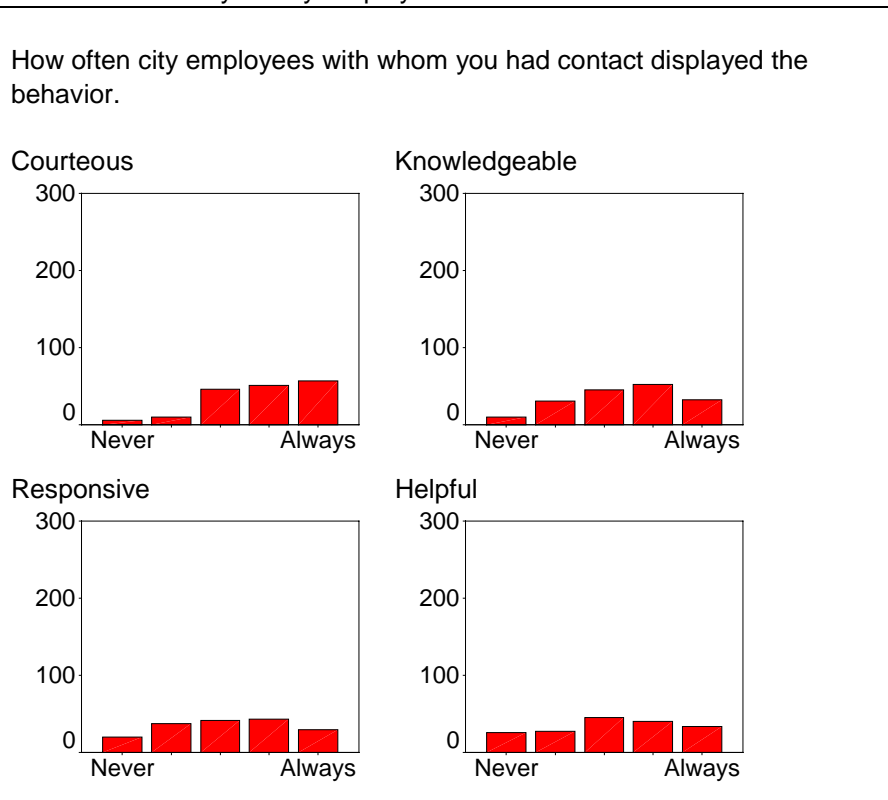
Respondents rated city government staff particularly high in courtesy. Nearly two-thirds (64%) of the respondents described staff with whom they had contact as usually or always courteous.

Exhibit 12 shows how business owners and managers rated their contacts with city government staff. The bars in each graph indicate the number

² *Criminal Victimization and Perceptions of Community Safety in 12 Cities, 1998*, U.S. Department of Justice, 1999.

of respondents who reported city employees displayed courtesy, knowledge, responsiveness, and helpfulness. The scale is from “never” to “always”.

Exhibit 12. Quality of City Employee Customer Service



Respondents to the 1998 citizen survey also rated city government staff high for courtesy. Over 80 percent of the citizens who reported contact with city staff reported that the person they spoke with had been courteous.

Appendix A

Survey Method

Survey Method

The 1999 Kansas City Business Survey was conducted by the City Auditor's Office. The City Auditor's Office contracted with ETC Institute for services including drawing the sample, conducting interviews with survey respondents, and compiling the responses.

Consultant selection. The City Auditor's Office sought proposals for services related to the business survey and selected ETC Institute to perform the work. The request for proposals required the consultant to review questions, develop a sampling frame and draw an appropriate sample, conduct a pre-test, collect survey responses, compile responses and provide the data to the city auditor, and document the work done.

Developing questions. The survey questions were developed by the City Auditor's Office and reviewed by the consultant. To develop the questions, we reviewed prior citizen surveys, interviewed city staff and elected officials, and interviewed staff of the Chamber of Commerce of Greater Kansas City. ETC Institute then reviewed a list of questions and wrote a draft questionnaire.

ETC Institute did a pre-test using the draft questionnaire. The purpose of the pre-test was to identify any problems with the survey design. ETC Institute collected data – using the draft questionnaire – from 25 business managers in the target sample. As a result of the pre-test, the introduction to the survey was changed to make it easier to contact a senior manager, and a screening question was added to ensure the business was located in Kansas City, Missouri.

Sampling frame and method. The sampling frame was designed to target owners and managers of business establishments located in Kansas City, Missouri. The consultant used an April 1999 list that included 25,697 businesses located in Kansas City, Missouri.

A random sample of 1,200 businesses was drawn from the list of business establishments. Of the 1,200 businesses, 103 were identified as government agencies, non-profit organizations, or educational institutions. These businesses were removed, and randomly selected businesses were substituted.

Collecting data. In November 1999, staff from ETC Institute collected responses to the survey using phone and fax. Before the data collection began, a letter was sent to all of the businesses included in the sample. The letter was signed by the mayor and city auditor, and informed business establishments in the sample that the City Auditor's Office would be conducting a survey.

Response rate. The response rate for the survey was 62 percent. Interviewers were able to contact senior managers in 645 business establishments; 400 completed the survey. The high response rate and the random sampling method make it unlikely that the results are significantly affected by non-response bias.

Margin of error. The survey results have a margin of error of plus or minus 5 percent at a 95 percent confidence interval. This means that results would vary by no more than plus or minus 5 percent 95 times out of 100 that the survey was conducted in the same way. Or, if the business survey finds that 65 percent rate a service as “excellent”, 95 times out of 100 the survey results would be between 60 and 70 percent. Not all of the businesses responded to some questions. For questions with fewer respondents, the margin of error could be larger than plus or minus 5 percent.

Representatives of respondents. We compared the businesses represented in our survey to information from the 1997 *County Business Patterns*, published by the U.S. Census Bureau. There are differences in the types of business establishments that responded to our survey and the establishments in Clay, Jackson, and Platte counties. More of the survey respondents are from manufacturing, transportation/communications/utilities, and wholesale/distribution businesses. Fewer of the survey respondents are from service businesses.³ Although establishments with fewer than 10 employees make up 31 percent of the survey respondents, they are under-represented when compared to the three-county region.

³ The interviewers asked respondents, “How would you best describe your business? Are you a manufacturer, wholesaler, etc.?” The interviewers were instructed to check the most appropriate of 15 categories based on the response. Interviewers described 66 (17%) of the respondents as “other”.

Appendix B

Survey Questionnaire

Kansas City, Missouri

Survey of Businesses

date: _____

phone: _____

Interviewer: _____

This is _____. I am calling for The City of Kansas City, Missouri. The reason I am calling is to get input from city business leaders about the importance and perceived quality of City services. I was wondering if I could speak with your company president or another senior manager (YOU) to ask them (YOU) a few questions about how well the City is meeting your company's needs. [If asked: the survey takes less than 10 minutes] Reread the introduction if you were not originally speaking with a senior manager.

If YES: Continue If NO: Would there be a better time to call: Note time: _____

IS YOUR BUSINESS LOCATED IN KANSAS CITY, MISSOURI?

IF YES - CONTINUE; IF NO - END THE SURVEY

- I would like to begin by asking you to rate the overall quality of the following City services with regard to how they affect your business's ability to operate. Please rate each service on a scale of 1 to 5 where 5 means "Excellent" and 1 means "Poor."

note: If they "don't know" ask: Is it because the item doesn't effect your business or is it because you have not had any contact with the City in this area? [then circle the corresponding number]

<u>Overall, how would you rate:</u>	<u>Excellent</u>	<u>Good</u>	<u>Average</u>	<u>Below Average</u>		<u>Poor</u>	<u>Don't Know</u>	
							<u>No Effect</u>	<u>No Contact</u>
(A) City airports	5	4	3	2	1	1	8	9
(B) Fire services	5	4	3	2	1	1	8	9
(C) Emergency medical treatment	5	4	3	2	1	1	8	9
(D) Parks and recreation	5	4	3	2	1	1	8	9
(F) Police	5	4	3	2	1	1	8	9
(G) Street maintenance	5	4	3	2	1	1	8	9
(H) Snow removal	5	4	3	2	1	1	8	9
(I) Street lighting	5	4	3	2	1	1	8	9
(K) Street sweeping	5	4	3	2	1	1	8	9
(L) Stormwater drainage	5	4	3	2	1	1	8	9
(M) Ease of travel by bus	5	4	3	2	1	1	8	9
(O) Convention and sports facilities	5	4	3	2	1	1	8	9
(P) Development incentives	5	4	3	2	1	1	8	9

- Which **THREE** of these City services are most important to your business? [Reread the list and write in the letters below using the letters from the list in Question 1 above].

1st

2nd

3rd

3. Do citizen perceptions about public safety affect your business?

- ☐ (1) Yes
☐ (2) No
☐ (9) Don't Know

3a. [ONLY If YES to Q#3] Do you think current perceptions about public safety are having a positive or negative impact on your business?

- ☐ (1) Positive
☐ (2) Negative
☐ (9) Don't know

4. Do citizen perceptions about Kansas City as a place to live affect your business?

- ☐ (1) Yes
☐ (2) No
☐ (9) Don't Know

4a. [ONLY If YES to Q#4] Do you think current perceptions about Kansas City as a place to live are having a positive or negative impact on your business?

- ☐ (1) Positive
☐ (2) Negative
☐ (9) Don't know

5. Do citizen perceptions about Kansas City as a place to raise children affect your business?

- ☐ (1) Yes
☐ (2) No
☐ (9) Don't Know

5a. [ONLY If YES to Q#5] Do you think current perceptions about Kansas City as a place to raise children are having a positive or negative impact on your business?

- ☐ (1) Positive
☐ (2) Negative
☐ (9) Don't know

6. Were you or any of your employees victims of a crime while on the job during the past 12 months?

- ☐ (1) Yes
☐ (2) No
☐ (9) Don't Know

6a. [ONLY If YES to Q#6] Was the crime reported to the Kansas City, Missouri, Police Department?

- ☐ (1) Yes
☐ (2) No
☐ (9) Don't know

7. Have you or your employees had any direct contact related to your business with the Kansas City, Missouri, Police Department during the past 12 months?

- ☐ (1) Yes
☐ (2) No
☐ (9) Don't Know

7a. [ONLY If YES to Q#7] Overall, how would you rate the quality of the contact?

- ☐ (1) Excellent
☐ (2) Good
☐ (3) Fair
☐ (4) Poor
☐ (9) Don't know

8. Did your business use the services of the Kansas City, Missouri, Fire Department for fire or medical, or other services (excluding inspections) during the past 12 months?

- ☐ (1) Yes
☐ (2) No
☐ (9) Don't Know

8a. [ONLY If YES to Q#8] Overall, how would you rate the quality of service you received?

- ☐ (1) Excellent
☐ (2) Good
☐ (3) Fair
☐ (4) Poor
☐ (9) Don't know

9. How would you rate the area of Kansas City where your business is located as a place to do business?

- ☐ (1) Excellent
☐ (2) Good
☐ (3) Average
☐ (4) Poor
☐ (9) Don't know

10. How would you rate Kansas City as a whole as a place to do business?

- ☐ (1) Excellent
☐ (2) Good
☐ (3) Average
☐ (4) Poor
☐ (9) Don't know

11. **Did YOU personally have any contact with any unit of Kansas City, Missouri government related to your business during the past 12 months either in person or by phone?**

___(1) Yes [ask question #12]

___(2) No [go to question #13]

12. [Only if YES to Q#11] **Several factors that may have influenced your perception of the quality of service you received from the City are listed below. For each item, please indicate how often the City employees with whom you had contact displayed the behavior on a scale on 1 to 5 where '5' means 'ALWAYS' and 1 means 'NEVER.'**

	Always	Usually	Sometimes	Seldom	Never	NA/ Don't Know
(A) They were courteous	5	4	3	2	1	9
(B) They were knowledgeable	5	4	3	2	1	9
(C) They were responsive	5	4	3	2	1	9
(D) They were helpful	5	4	3	2	1	9

13. **Please indicate whether your business had any contact with any unit of City government related to the following issues.** [Read each of the issues; after you have read all issues, ask them to rate how the contact was handled in the areas they had contact]

13-1. [IF YES to Q#13] Would you rate the way the contact was handled as:

Yes	No	Issue	Excellent	Good	Average	Below Average	Poor	Don't Know
(A) Yes	No	Taxes	5	4	3	2	1	9
(B) Yes	No	Zoning	5	4	3	2	1	9
(C) Yes	No	Health Inspections	5	4	3	2	1	9
(D) Yes	No	Liquor Licensing	5	4	3	2	1	9
(E) Yes	No	Construction permits or inspections	5	4	3	2	1	9
(F) Yes	No	Fire inspections	5	4	3	2	1	9
(G) Yes	No	Other: _____	5	4	3	2	1	9

14. **In general, how would you rate the job that City government is doing with regard to meeting the needs of your business?**

___(1) Excellent

___(2) Good

___(3) Average

___(4) Poor

___(9) Don't know

15. **Has your business been a vendor or contractor for the City of Kansas City, Missouri, during the past 12 months?**

___(1) Yes

___(2) No

16. Approximately how many employees do you employ in the City of Kansas City, Missouri?

- | | |
|---|--|
| <input type="checkbox"/> (1) less than 10 | <input type="checkbox"/> (5) 100-249 |
| <input type="checkbox"/> (2) 10-24 | <input type="checkbox"/> (6) 250-499 |
| <input type="checkbox"/> (3) 25-49 | <input type="checkbox"/> (7) 500 or more |
| <input type="checkbox"/> (4) 50-99 | |

17. What is the zip code where your office is located? _____

18. How would you best describe your business? Are you a manufacturer, wholesaler, etc.?

[check the most appropriate category; if you are not sure write a description in "other"]

- | | |
|---|---|
| <input type="checkbox"/> (01) manufacturing | <input type="checkbox"/> (09) finance/insurance/real estate |
| <input type="checkbox"/> (02) agriculture/forestry | <input type="checkbox"/> (10) wholesaler/distributor |
| <input type="checkbox"/> (03) retail trade (<u>not</u> food service) | <input type="checkbox"/> (11) mining |
| <input type="checkbox"/> (04) retail food service | <input type="checkbox"/> (12) health care/medical/social services |
| <input type="checkbox"/> (05) transportation/warehousing | <input type="checkbox"/> (13) arts, entertainment, recreation |
| <input type="checkbox"/> (06) communications | <input type="checkbox"/> (14) professional services (law, consulting
architecture, engineers, etc) |
| <input type="checkbox"/> (07) utilities | <input type="checkbox"/> (15) other: _____ |
| <input type="checkbox"/> (08) construction | |

19. In closing, do you mind telling me your title or position in your company so that we can monitor the types of business leaders we have contacted. [check one]

- ☐ (1) President/Owner/CEO
- ☐ (2) Partner
- ☐ (3) General Manager
- ☐ (4) Vice President
- ☐ (5) Director (i.e., human resources/marketing)
- ☐ (6) Other: _____
- ☐ (9) Refused

20. Would you be willing to participate in future discussions or focus groups to help the City of Kansas City, Missouri, improve the the quality of service provided to local businesses?

- ☐ (1) Yes
- ☐ (2) No

[If yes] **Can you please tell me you name, title, and phone number so we can keep you informed about future discussions?**

Name: _____

Title: _____ Company: _____

Phone: _____

THIS CONCLUDES THE SURVEY - THANK YOU FOR YOUR TIME!

Appendix C

Survey Data

1. With regard to how they affect your business's ability to operate, overall, how would you rate the quality of:

City Airports		
Rating	Frequency	Percent
Poor	12	3.00
Below average	9	2.25
Average	47	11.75
Good	139	34.75
Excellent	107	26.75
No effect	77	19.25
Don't know	9	2.25
Total	400	100.00

Fire Services		
Rating	Frequency	Percent
Poor	2	0.50
Below average	6	1.50
Average	27	6.75
Good	118	29.50
Excellent	127	31.75
No effect	12	3.00
Don't know	108	27.00
Total	400	100.00

Emergency Medical Treatment		
Rating	Frequency	Percent
Poor	3	0.75
Below average	4	1.00
Average	45	11.25
Good	79	19.75
Excellent	80	20.00
No effect	13	3.25
Don't know	176	44.00
Total	400	100.00

Parks and Recreation		
Rating	Frequency	Percent
Poor	10	2.50
Below average	16	4.00
Average	79	19.75
Good	105	26.25
Excellent	68	17.00
No effect	88	22.00
Don't know	34	8.50
Total	400	100.00

Police		
Rating	Frequency	Percent
Poor	15	3.75
Below average	27	6.75
Average	75	18.75
Good	143	35.75
Excellent	89	22.25
No effect	3	0.75
Don't know	48	12.00
Total	400	100.00

Street Maintenance		
Rating	Frequency	Percent
Poor	58	14.50
Below average	100	25.00
Average	141	35.25
Good	65	16.25
Excellent	24	6.00
No effect	10	2.50
Don't know	2	0.50
Total	400	100.00

Snow Removal		
Rating	Frequency	Percent
Poor	38	9.50
Below average	62	15.50
Average	136	34.00
Good	107	26.75
Excellent	35	8.75
No effect	10	2.50
Don't know	12	3.00
Total	400	100.00

Street Lighting		
Rating	Frequency	Percent
Poor	21	5.25
Below average	47	11.75
Average	119	29.75
Good	134	33.50
Excellent	67	16.75
No effect	6	1.50
Don't know	6	1.50
Total	400	100.00

Street Sweeping		
Rating	Frequency	Percent
Poor	46	11.50
Below average	74	18.50
Average	117	29.25
Good	92	23.00
Excellent	24	6.00
No effect	16	4.00
Don't know	31	7.75
Total	400	100.00

Stormwater Drainage		
Rating	Frequency	Percent
Poor	87	21.75
Below average	68	17.00
Average	101	25.25
Good	92	23.00
Excellent	25	6.25
No effect	16	4.00
Don't know	11	2.75
Total	400	100.00

Ease of Travel by Bus		
Rating	Frequency	Percent
Poor	29	7.25
Below average	34	8.50
Average	55	13.75
Good	52	13.00
Excellent	38	9.50
No effect	76	19.00
Don't know	116	29.00
Total	400	100.00

Convention and Sports Facilities		
Rating	Frequency	Percent
Poor	10	2.50
Below average	22	5.50
Average	67	16.75
Good	122	30.50
Excellent	91	22.75
No effect	67	16.75
Don't know	21	5.25
Total	400	100.00

Development Incentives		
Rating	Frequency	Percent
Poor	29	7.25
Below average	35	8.75
Average	124	31.00
Good	66	16.50
Excellent	29	7.25
No effect	72	18.00
Don't know	45	11.25
Total	400	100.00

2. Which three of these City services are most important to your business?

Most Important		
City Service	Frequency	Percent
City airports	65	16.25
Fire services	45	11.25
Emergency medical treatment	12	3.00
Parks and recreation	5	1.25
Police	72	18.00
Street maintenance	62	15.50
Snow removal	29	7.25
Street lighting	9	2.25
Street sweeping	1	0.25
Stormwater drainage	24	6.00
Ease of travel by bus	15	3.75
Convention and sports facilities	14	3.50
Development incentives	30	7.50
None given	17	4.25
Total	400	100.00

Second Most Important		
City Service	Frequency	Percent
City airports	29	7.25
Fire services	51	12.75
Emergency medical treatment	26	6.50
Parks and recreation	6	1.50
Police	75	18.75
Street maintenance	61	15.25
Snow removal	40	10.00
Street lighting	17	4.25
Street sweeping	5	1.25
Stormwater drainage	28	7.00
Ease of travel by bus	8	2.00
Convention and sports facilities	17	4.25
Development incentives	12	3.00
None given	25	6.25
Total	400	100.00

Third Most Important		
City Service	Frequency	Percent
City airports	27	6.75
Fire services	42	10.50
Emergency medical Treatment	28	7.00
Parks and recreation	13	3.25
Police	54	13.50
Street maintenance	55	13.75
Snow removal	34	8.50
Street lighting	23	5.75
Street sweeping	8	2.00
Stormwater drainage	31	7.75
Ease of travel by bus	18	4.50
Convention and sports facilities	16	4.00
Development incentives	16	4.00
None given	35	8.75
Total	400	100.00

3. Do citizen perceptions about public safety affect your business?

Public Safety Effect		
Response	Frequency	Percent
Yes	167	41.75
No	229	57.25
Don't know	4	1.00
Total	400	100.00

3a. If yes, do you think current perceptions about public safety are having a positive or negative impact on your business?

Public Safety Impact on Business		
Response	Frequency	Percent
Positive	54	32.34
Negative	85	50.90
Don't know	28	16.77
Total	167	100.00

4. Do citizen perceptions about Kansas City as a place to live affect your business?

Kansas City as a Place to Live Effect		
Response	Frequency	Percent
Yes	185	46.25
No	214	53.50
Don't know	1	0.25
Total	400	100.00

4a. If yes, do you think current perceptions about Kansas City as a place to live are having a positive or negative impact on your business?

Kansas City as a Place to Live Impact on Business		
Response	Frequency	Percent
Positive	95	51.35
Negative	72	38.92
Don't know	18	9.730
Total	185	100.00

5. Do citizen perceptions about Kansas City as a place to raise children affect your business?

Kansas City as a Place to Raise Children Effect		
Response	Frequency	Percent
Yes	146	36.50
No	250	62.50
Don't know	4	1.00
Total	400	100.00

5a. If yes, do you think current perceptions about Kansas City as a place to raise children are having a positive or negative impact on your business?

Kansas City as a Place to Raise Children Impact on Business		
Response	Frequency	Percent
Positive	54	36.99
Negative	87	59.59
Don't know	5	3.42
Total	146	100.00

6. Were you or any of your employees victims of a crime while on the job during the past 12 months?

Crime Victim		
Response	Frequency	Percent
Yes	123	30.75
No	275	68.75
Don't know	2	0.50
Total	400	100.00

6a. If yes, was the crime reported to the Kansas City, Missouri, Police Department?

Crime Reported		
Response	Frequency	Percent
Yes	113	91.87
No	6	4.88
Don't know	4	3.25
Total	123	100.00

7. Have you or your employees had any direct contact related to your business with the Kansas City, Missouri, Police Department during the past 12 months?

Police Department Contact		
Response	Frequency	Percent
Yes	225	56.25
No	172	43.00
Don't know	3	0.75
Total	400	100.00

7a. If yes, overall, how would you rate the quality of the contact?

Police Department Contact Quality		
Rating	Frequency	Percent
Excellent	65	28.89
Good	85	37.78
Fair	47	20.89
Poor	22	9.78
Don't know	6	2.67
Total	225	100.00

8. Did your business use the services of the Kansas City, Missouri, Fire Department for fire or medical, or other services (excluding inspections) during the past 12 months?

Fire Department Services Utilized		
Response	Frequency	Percent
Yes	82	20.50
No	314	78.50
Don't know	4	1.00
Total	400	100.00

8a. If yes, overall, how would you rate the quality of service you received?

Quality of Fire Department Services		
Rating	Frequency	Percent
Excellent	44	53.66
Good	28	34.15
Fair	4	4.88
Poor	6	7.32
Don't know	0	0.00
Total	82	100.00

9. How would you rate the area of Kansas City where your business is located as a place to do business?

Area Where Business Is Located		
Rating	Frequency	Percent
Excellent	89	22.25
Good	138	34.50
Fair	128	32.00
Poor	43	10.75
Don't know	2	0.50
Total	400	100.00

10. How would you rate Kansas City as a whole as a place to do business?

Kansas City as a Place to Do Business		
Rating	Frequency	Percent
Excellent	87	21.75
Good	197	49.25
Fair	97	24.25
Poor	17	4.25
Don't know	2	0.50
Total	400	100.00

11. Did you personally have any contact with any unit of Kansas City, Missouri, government related to your business during the past 12 months either in person or by phone?

City Contact Related to Business		
Response	Frequency	Percent
Yes	170	42.50
No	230	57.50
Total	400	100.00

12a. If yes, please indicate how often the City employees with whom you had contact were courteous.

City Employees Courteous		
Response	Frequency	Percent
Never	6	3.53
Seldom	10	5.88
Sometimes	46	27.06
Usually	51	30.00
Always	57	33.53
Total	170	100.00

12b. If yes, please indicate how often the City employees with whom you had contact were knowledgeable.

City Employees Knowledgeable		
Response	Frequency	Percent
Never	10	5.88
Seldom	30	17.65
Sometimes	45	26.47
Usually	52	30.59
Always	32	18.82
Don't know	1	0.59
Total	170	100.00

12c. If yes, please indicate how often the City employees with whom you had contact were responsive.

City Employees Responsive		
Response	Frequency	Percent
Never	20	11.77
Seldom	37	21.77
Sometimes	41	24.12
Usually	43	25.29
Always	29	17.06
Total	170	100.00

12d. If yes, please indicate how often the City employees with whom you had contact were helpful.

City Employees Helpful		
Response	Frequency	Percent
Never	25	14.71
Seldom	27	15.88
Sometimes	45	26.47
Usually	40	23.53
Always	33	19.41
Total	170	100.00

13. Please indicate whether your business had any contact with any unit of City government related to the following issues. If you had any contact, rate the way the contact was handled.

13a. Taxes

Contact Related to Taxes		
Response	Frequency	Percent
Yes	132	33.00
No	267	66.75
Don't know	1	0.25
Total	400	100.00

Taxes Contact		
Rating	Frequency	Percent
Poor	16	12.12
Below Average	12	9.09
Average	32	24.24
Good	46	34.85
Excellent	15	11.36
Don't know	11	8.33
Total	132	100.00

13b. Zoning

Contact Related to Zoning		
Response	Frequency	Percent
Yes	74	18.50
No	325	81.25
Don't know	1	0.25
Total	400	100.00

Zoning Contact		
Rating	Frequency	Percent
Poor	8	10.81
Below Average	4	5.41
Average	28	37.84
Good	23	31.08
Excellent	5	6.76
Don't know	6	8.11
Total	74	100.00

13c. Health Inspections

Contact Related to Health Inspections		
Response	Frequency	Percent
Yes	25	6.25
No	374	93.50
Don't know	1	0.25
Total	400	100.00

Health Inspections Contact		
Rating	Frequency	Percent
Poor	2	8.00
Below Average	1	4.00
Average	4	16.00
Good	11	44.00
Excellent	5	20.00
Don't know	2	8.00
Total	25	100.00

13d. Liquor Licensing

Contact Related to Liquor Licensing		
Response	Frequency	Percent
Yes	7	1.75
No	392	98.00
Don't know	1	0.25
Total	400	100.00

Liquor Licensing Contact		
Rating	Frequency	Percent
Average	2	28.57
Good	2	28.57
Excellent	1	14.29
Don't know	2	28.57
Total	7	100.00

13e. Construction permits or inspections

Contact Related to Construction Permits or Inspections		
Response	Frequency	Percent
Yes	113	28.25
No	286	71.50
Don't know	1	0.25
Total	400	100.00

Construction Permits or Inspections Contact		
Rating	Frequency	Percent
Poor	18	15.93
Below Average	12	10.62
Average	31	27.43
Good	32	28.32
Excellent	10	8.85
Don't know	10	8.85
Total	113	100.00

13f. Fire Inspection

Contact Related to Fire Inspections		
Response	Frequency	Percent
Yes	282	70.50
No	117	29.25
Don't know	1	0.25
Total	400	100.00

Fire Inspections Contact		
Rating	Frequency	Percent
Poor	4	1.42
Below Average	1	0.35
Average	42	14.89
Good	125	44.33
Excellent	98	34.75
Don't know	12	4.26
Total	282	100.00

13g. Other

Other Contact		
Response	Frequency	Percent
Yes	23	5.75
No	376	94.00
Don't know	1	0.25
Total	400	100.00

Other Contacts		
Rating	Frequency	Percent
Poor	8	34.78
Below Average	1	4.35
Average	3	13.04
Good	6	26.09
Excellent	5	21.74
Total	23	100.00

14. In general, how would you rate the job that City government is doing with regard to meeting the needs of your business?

City Meeting the Needs of Business		
Rating	Frequency	Percent
Excellent	28	7.00
Good	161	40.25
Average	156	39.00
Poor	40	10.00
Don't know	15	3.75
Total	400	100.00

15. Has your business been a vendor or contractor for the City of Kansas City, Missouri, during the past 12 months?

City Vendor or Contractor		
Response	Frequency	Percent
Yes	107	26.75
No	293	73.25
Total	400	100.00

16. Approximately how many employees do you employ in the City of Kansas City, Missouri?

Number of Employees		
Employees	Frequency	Percent
Less than 10	124	31.00
10 to 24	115	28.75
25 to 49	90	22.50
50 to 99	30	7.50
100 to 249	25	6.25
250 to 499	9	2.25
More than 499	7	1.75
Total	400	100.00

17. What is the zip code where your office is located?

Location of Office by Zip Code		
Zip Code	Frequency	Percent
64101	8	2.02
64102	3	0.76
64104	1	0.25
64105	38	9.60
64106	19	4.80
64108	50	12.63
64109	2	0.51
64110	4	1.01
64111	45	11.36
64112	15	3.79
64113	4	1.01
64114	19	4.80
64116	10	2.53
64117	5	1.26
64119	5	1.26
64120	41	10.35
64123	2	0.51
64124	4	1.01
64125	1	0.25
64126	8	2.02
64127	16	4.04
64128	1	0.25
64129	7	1.77
64130	10	2.53
64131	16	4.04
64132	5	1.26
64133	10	2.53
64134	6	1.52
64137	4	1.01
64138	4	1.01
64141	1	0.25
64145	3	0.76
64147	1	0.25
64150	1	0.25
64151	2	0.51
64152	5	1.26
64153	15	3.79
64155	2	0.51
64161	3	0.76
Total	396	100.00

18. How would you best describe your business?

Type of Business		
Category	Frequency	Percent
Manufacturing	57	14.25
Agriculture/forestry	6	1.50
Retail (not food service)	54	13.50
Retail food service	2	0.50
Transportation/warehousing	25	6.25
Communications	17	4.25
Utilities	1	0.25
Construction	29	7.25
Finance/insurance/real estate	28	7.00
Wholesaler/distributor	59	14.75
Health care/medical/social services	23	5.75
Arts/entertainment/recreation	3	0.75
Professional services	30	7.50
Other	66	16.50
Total	400	100.00

19. Do you mind telling me your title or position in your company so that we can monitor the types of business leaders we have contacted?

Title of Respondent		
Title	Frequency	Percent
President/Owner/CEO	136	34.00
Partner	4	1.00
General manager	144	36.00
Vice-president	39	9.75
Director	33	8.25
Other	6	1.50
Refused	38	9.50
Total	400	100.00